

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1.	EXA	<i>BN</i>	<i>12/11</i>
2.	DDA	<i>1/11/89</i>	<i>12 DEC 1989</i>
3.	ADDA	<i>R</i>	<i>14 DEC 1989</i>
4.	C/CMS - <i>copy sent - 12/15/89</i>		
5.	Registry file		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

*Send copies to our office
Chiefs R*

STAT

done - 12/15/89



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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Selection of Grievance Officers

FROM:

O/DDA
6E04 OHB

EXTENSION

NO.

IG 89-1759

DATE

15 December 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/OC

Building

2. D/OFM

1212 Key Building

3. D/OIT

4. D/OL

Building

5. D/OMS

1D4061 OHB

6. D/OP

4X48 NHB

7. D/OS

Building

8. D/OTE

1026 C of C

9. C/MS

10. C/CMS

11. C/SPG/DA

413 Key Building

12. C/RPD/DA

1112 Ames Building

13. IRO/DDA

1236 Ames Building

14. SSA/DA

15.

DD/A REGISTRY

FILE: PERS-24-AR

FORM
1-79

610

USE PREVIOUS
EDITIONS

ROUTING AND RECORD SHEET**SUBJECT:** (Optional)

Selection of Grievance Officers

FROM: William F. Donnelly
Inspector General
2T21 NHB**EXTENSION****NO.**

IG 89-1759

DATE**TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. DDA
6E08 Hqs.

12 DEC 1989

2.

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ADMINISTRATIVE - INTERNAL USE ONLY

6 December 1989

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Planning and Coordination
Deputy Director for Science & Technology

FROM: William F. Donnelly
Act Inspector General

SUBJECT: Selection of Grievance Officers

1. The Grievance Officer plays a central, pivotal role in the Agency's grievance system, on which components rely, first, as an important means of addressing legitimate complaints, righting wrongs, and repairing malfunctioning units and, secondly, as a safety valve for the release of erosive discontent. An effective, smoothly running grievance system is indispensable to the Agency's organizational health. For these reasons the selection of Grievance Officers is crucial and must engage management's concern and participation to ensure that only those qualified are appointed to these key positions. To accept less jeopardizes the grievance system's effectiveness and risks undermining employees' trust in the Agency's concern for their well-being.

2. What then are the qualifications needed to be an effective Grievance Officer? What distinguishes the qualified candidate from the unqualified? The desired qualifications derive from the two-fold mission of the grievance system, namely, to ensure that employees have the opportunity to present job-related grievances with freedom from restraint, coercion, or reprisal and to give such complaints prompt, competent, and just consideration.

3. The qualifications fall into five general categories (see attachment). Ideally, every candidate should possess all of these qualifications. When this is not the case, appointing officers should determine that the strong points are sufficient to ensure strong performance.

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SUBJECT: Selection of Grievance Officers

4. All candidates for Grievance Officer should be vetted through the Office of Inspector General and the Office of Personnel's Special Activities Staff to ensure the candidate's fitness for the assignment.

STAT



William F. Donnelly (

Attachment:
As Stated

cc: DA, DI, & DS&T Office Directors (w/att)
DO Division Chiefs (w/att)
DCI Area Independent Office Heads (w/att)

Attachment

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Desired Qualifications for Grievance Officer

Professionally Seasoned:

- a successful officer with recognized potential for further advancement
- no performance problems or recent less-than-satisfactory performance appraisal report
- at least eight years in the directorate in which he/she would serve as Grievance Officer
- working knowledge of the Agency as a whole and how its diverse components interact
- broad experience rather than narrow, no matter how successful
- previous assignment in another directorate or an overseas tour.

Supervisory Experience (the more the better):

- demonstrated concern for people and their professional success
- ability to communicate to colleagues and subordinates respect and encouragement and sincere interest in their problems
- adeptness in providing forthright, objective counseling and in constructively confronting employees with unwelcome facts about their performance
- fruitful experience in handling troubled employees and sensitive personal problems
- firsthand knowledge of the directorate's career development system and policies.

Mature, Decisive, and Emotionally Stable:

- ability to communicate easily and effectively, putting others at ease and winning their confidence

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- pleasant but serious personality with which grievants would feel comfortable
- reputation as person of integrity and discretion in whom grievants would willingly confide
- ability to maintain and project independence from the component management's deliberations and decisions affecting grievants
- no diverting personal problems.

Investigative and Reporting Skills:

- perceptive, judicious, and endowed with practical common sense
- good listener who sees others' points of view in an open, non-judgmental frame of mind
- thorough, organized, self-disciplined researcher concerned with details and known for going the extra mile to gather needed information
- able to analyze complex situations and sort out decisive elements on which resolution of a grievance might rest
- able to write grievance reports that present background, findings, and recommendations in a concise, informative, convincing style.

Training:

The following or equivalent training is a minimum:

- EEO for Managers
- Managing Difficult People
- Counseling for Supervisors

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